

NEW BEDFORD WHALING  
NATIONAL HISTORICAL PARK

ANNUAL PERFORMANCE REPORT  
FISCAL YEAR 1998  
(October 1997-September 1998)



## New Bedford Whaling National Historical Park FY 1998 Annual Performance Report

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### *Message from the Superintendent*

In a collaborative partnership, two or more groups or individuals join together to produce something greater than any one of the partners could have produced independently. This is our vision at New Bedford Whaling National Historical Park—to establish a vibrant and inclusive network of people and cultural institutions that are actively involved in continuous collaboration. Through our combined efforts, we will ensure that resources are protected, and future generations will understand and appreciate the role of whaling and the sea in New Bedford’s past and their connection to it.

1998, our first year of operation, provided us with an opportunity to get to know our partners and explore the kinds of projects we might accomplish by working together. The year went by quickly, and the park was alive with people and activities in every season. A number of local teachers made connections with the staff and resources of the park through the *Portraits of a Port* summer teacher institute. Young people shared their own perspectives of history through the *Theatre in the Park* and *Whaler Ranger* programs. Visitors from all over the world participated in walking tours of the historic district, and people of all ages enjoyed special events in the park, such as *Summerfest* and the *Thursday Evenings in the Park* concert and lecture series.

While our efforts in 1999 will focus on the completion of the park’s general management plan, and the preservation and rehabilitation of the park visitor center, the momentum that has been building through the past year will certainly generate more programs and services. Through the efforts of the city, and the dedication of our partners—including our staff of over seventy “volunteers in the park,” we look forward to the possibilities that the next year will bring.

### *Mission Statement*

The National Park Service preserves, protects, and interprets certain districts, structures, and artifacts that are associated with the history of whaling and related social, economic, and environmental themes for the benefit and inspiration of this and future generations. These efforts will be undertaken in partnership with the city of New Bedford, local and regional institutions, and the Inupiat Heritage Center in Barrow, Alaska.

### *Purpose of the Park*

The purpose of the park is to preserve for the benefit and inspiration of the people of the United States certain districts, structures, and relics associated with the history of whaling and related social and economic themes in America. As part of the legislation, the NPS is required to “help preserve, protect, and interpret the resources” within the national historical park “including architecture, setting, and associated archival and museum collections.”

### *National Significance of the Park*

The national significance of New Bedford Whaling NHP is derived from:

1. The City of New Bedford's role as a the 19th century capital of the world's whaling industry and that the city retains significant architectural features, archival materials, and museum collections of this period;
2. New Bedford's historic resources provide unique opportunities for illustrating and interpreting the whaling industry's contribution to the economic, social, and environmental history of the United States and provide opportunities for public use and enjoyment;
3. New Bedford Whaling National Historical Park is the only National Park Service unit which commemorates whaling and its contribution to American history.

## *FY 1998 Report of Achievements*

### **STEWARDSHIP**

#### Cultural

In addition to many of the programs highlighted in this report, the park was able to work with and support our partners in other important ways. We assisted the Rotch-Jones-Duff House and Garden Museum in replacing their furnace, and we facilitated research in partnership with the New Bedford Historical Society on the Underground Railroad and its ties to the whaling industry. We also collaborated with the New Bedford Whaling Museum and New Bedford Free Public Library in the production of an exhibit for the Inupiat Heritage Center in Barrow, Alaska.

As part of the planning associated with our general management plan, we began to examine what the proper stewardship role of the NPS should be in New Bedford. Through discussions with the preservation agencies and organizations of New Bedford, we are developing strategies for partnering with these groups on a consistent basis in order to fulfill our stewardship responsibilities.

#### Curatorial

Park staff made major strides this year in defining what role the NPS will play in curatorial services in New Bedford. Staff completed a Scope of Collections Statement and an NPS Checklist for Preservation and Protection of Museum Collections for one of several collections that are legislatively part of the park. Resource management project statements for curatorial projects were completed to insert in the park's resource management plan. *A Report on Collections of Cooperators* was completed by staff from the Northeast Museum Services Center with the assistance of the park's partners. This report provided us with baseline information needed to guide our curatorial actions.

#### Planning

This past year our general management plan team has been busy working behind the scenes to collect all the information needed to complete a general management plan for the park. As newcomers to the city of New Bedford, we had to spend time getting to know the city's rich history, and marvelous legacy of buildings, landscapes, museum and archival collections, and people.

With the assistance of numerous local people and institutions, a considerable amount of research has been undertaken that will provide baseline information for the plan. These include a Cultural Landscape Report (winner of a 1999 award by the Boston Society of Landscape Architects), Historic Structures Inventory and Conditions Assessment, Collections Management Overview, and Archeological

Overview. In addition, research exploring possible links between waterfront industries and activities associated with the Underground Railroad in New Bedford has also been completed.

A Vision, Mission, and Goals workshop was held during FY 98, bringing together 75 representatives of local museums and institutions, city offices, and community groups. The results of this workshop will appear in our GMP newsletter as well as on the park's web page, and will help to form the foundation for the plan. In the first half of 1999, the planning team will be working with the park's key partners to complete a set of draft management options for the park. We look forward to making the draft management options available for public review and comment later this year. As part of that review, we will also hold a series of public meetings.

## **PUBLIC SERVICE**

### Interpretation and Education:

The park sponsored 304 individual interpretive activities this past year. These personal services included walking tours, educational programs for school programs, and presentations to community groups. Additionally, the park created many non-personal service items supporting the mission of the park. Non-personal service items included an expanded website, a park brochure, an introductory video, and an exhibit for the Inupiat Heritage Center in Barrow, Alaska.

### Special Events:

The park sponsored and cosponsored many special events throughout the year. Special events included: a National Park Week film festival, a March for Parks, a lecture by Dr. James and Lois Horton, Maritime Heritage Day, the Park Dedication, SummerFest, Thursday Evenings in the Park, a visit by the ship *Endeavour*, holiday events, and First Night. Two of these events, the Park Dedication and Thursday Evenings in the Park are highlighted below.

**New Bedford Whaling NHP Dedication** – Sunday, May 17, 1998 was a monumental day in the city of New Bedford. Over 1500 people witnessed the dedication of New Bedford Whaling NHP. The day was packed full of events in honor of the establishment of one of the nation's newest NPS units. Events at the park visitor center and the New Bedford Whaling Museum included: welcoming remarks by the "partners in the park," NPS Northeast Regional Director Marie Rust, and Congressman Barney Frank; a "Taste of New Bedford" pastry reception; musical performances by the New Bedford All City Junior High School Jazz Band; traditional Portuguese folk music by Gerasons; Cape Verdean music by Toi Grace and the Verdatonos, and traditional songs of the sea performed by Compass Rose.

The highlight of the day was the New Bedford Symphony Orchestra concert at the sold-out Zeiterion Theater in downtown New Bedford. The 78-piece orchestra and a 250-voice chorus performed two symphonies. The first was “A Sea Symphony,” based on four sea poems by Walt Whitman. The second was based on the poem “Just Words” Frederick Douglass, 1838” by Everett Hoagland, Poet Laureate of New Bedford. Local composer Andrew Jackson McWain wrote this specially commissioned piece for the event.

**Thursday Evenings in the Park** – This series ran every Thursday from July through August. During these months that national historical park was alive with activities for people of all ages. A great many visitors, particularly locals, enjoyed the museum galleries, shops and restaurants that make this historical park so unique. The atmosphere was enlivened with local artisans and musicians in the garden of the park’s visitor center. Performances ranged from traditional Portuguese music, Norwegian folk music and crafts, songs of the sea, and a portrayal of Frederick Douglass.

Visitation Statistics: 232,539 people visited the attractions and events within the park.

Record levels of visitation were reached this past summer at various attractions and events throughout the national park area. Visitation numbers at the national historical park visitor center indicate an increase of 28%.

## **PARTNERSHIP**

### New Partners

The operation of New Bedford Whaling NHP relies heavily on collaborative efforts and partnerships with a myriad of institutions. The NPS and these various groups have joined together at “Partners in the Park.” The Partners meet on a monthly basis and collaborate on numerous fronts, including interpretive and educational development and programming, special events, infrastructure work, marketing, and exhibit development. Partners with whom we have a legislated connection or a formal cooperative agreement include:

**City of New Bedford** - The city of New Bedford is a culturally diverse community rich in history. New Bedford offers an abundance of festivals, cultural, and historical attractions for its citizens and visitors. From beautiful beaches, a working waterfront, ethnic neighborhoods, and now a national historical park, New Bedford is a great place to visit and explore. The National Park Service continues to work with many city departments in a number areas of mutual concern including: infrastructure, marketing and tourism promotion, signage, landscape, and educational projects with the public schools. We are also working closely with the New Bedford Historic Commission, which has preservation oversight responsibility for most of the historical park.

**Waterfront Historic Area League (WHALE)** – WHALE was established by a group of citizens in 1962 in response to the decline of the New Bedford waterfront. Along with the Bedford Landing Taxpayer's Association, the Old Dartmouth Historical Society-New Bedford Whaling Museum, private property owners, and the City of New Bedford, WHALE initiated a comprehensive program to preserve, rehabilitate and reuse architecturally significant buildings in the waterfront area. WHALE now has a membership of over 1,000 people, and serves as a preservation advocacy group for the entire city. Under the leadership of Executive Director Antone G. Souza, WHALE was key to the establishment of New Bedford Whaling National Historical Park. WHALE will donate the park visitor center at 33 William Street to the National Park Service at the end of 1999.

**Inupiat Heritage Center** - To ensure that the contributions of Alaska Natives in the history of whaling in the United States is fully recognized, an affiliated area has been designated in Barrow, Alaska. During the 19th century, more than 2000 whaling voyages sailed out of New Bedford to the Arctic region of Alaska, and joined Alaska natives from Barrow and other regions in whaling activities. Staff from the National Park Service and the Center will collaborate in the social, historical, and scientific interpretation of whaling in the Arctic waters of Alaska's North Slope.

A local delegation traveled to Barrow, Alaska to attend the dedication of the Inupiat Heritage Center on February 3, 1999. The purpose of the trip was to welcome the staff of the new heritage center as partners in New Bedford Whaling National Historical Park, and to begin to establish programmatic connections between the heritage center and local partners in New Bedford.

An exhibit with an accompanying brochure titled *Herbert Aldrich—With the Arctic Whalers* was prepared by the National Park Service in partnership with the New Bedford Whaling Museum and the New Bedford Free Public Library for the dedication. The exhibit, which was installed in the new heritage center, is based on photographs made in 1887 by Herbert Aldrich, a 25-year old reporter for the New Bedford *Evening Standard*, who sailed with the New Bedford Arctic whaling fleet for the better part of a year. The Aldrich photographs were among the first ever taken on a whaleship at sea or of the native peoples of coastal Siberia and Alaska.

The legislation establishing the park directs the National Park Service to establish links between the park and the North Slope Borough in Alaska. In order to recognize the contributions of Alaska Natives to the history of whaling in the United States, and to commemorate the more than 2000 whaling voyages to the western Arctic, the National Park Service will be working in partnership with the Inupiat Heritage Center in Barrow.



Barrow, Alaska is the northernmost community in the United States. Located in Alaska's North Slope Borough, Barrow has a population of approximately 4,000 residents. The Inupiat Heritage Center will provide a place where the language and knowledge of the Inupiat people can be passed on to all the North Slope residents by providing activities for the collection, preservation and exhibition of historical materials, art objects and scientific displays.

**Old Dartmouth Historical Society – New Bedford Whaling Museum** - The New Bedford Whaling Museum is the largest museum devoted to the history of American whaling. There are galleries devoted to ship models, whaling tools and gear, scrimshaw, a fully equipped whaleboat and a 100-foot mural of sperm whales. Exhibits of photography, glass, textiles and folk art reflect bygone eras. Paintings by Ashley, Bierstadt, Bradford, Gifford and other well-known artists offer a vivid reminder of the locals past. The library provides unrivaled resources for research on whaling and New Bedford. The Lagoda whaleship is a one-half scale model of a 19th century whaling vessel. It is the largest ship-model in the world. The Museum, on Johnny Cake Hill, is in the heart of the national park district. Across the street is the Seamen's Bethel, which Melville describes in *Moby-Dick*.

**Schooner Ernestina** - The schooner *Ernestina* was first launched in 1894 as the *Effie M. Morrissey*. She is one of five remaining Essex built schooners and was originally a grand banks fishing vessel. Later, she served in arctic exploration with the famous Captain Bob Bartlet to reach within 600 miles of the North Pole.

*Ernestina* was used during World War II as a supply ship to Northern waters. Purchased by Henrique Mendes, the ship was renamed after his daughter and entered trans-Atlantic packet trade, the last ship to bring immigrants to this country under sail on a regular schedule from the Cape Verde Islands off the West African coast. Schooner *Ernestina* was given to the people of the United States by the people of Cape Verde in 1982. Currently, *Ernestina* is docked next to Tonnessen Park near the Waterfront Visitors Center. In warm weather the ship makes frequent sailings and is available for public charter.

**Rotch-Jones-Duff House and Garden Museum** – A Greek Revival mansion in New Bedford's County Street Historic District, the Rotch-Jones-Duff House and Garden Museum was built for whaling merchant William Rotch, Jr. Attributed to architect Richard Upjohn, its many furnished period rooms and collections chronicle the history of New Bedford through the lifestyles of three prominent families who lived there over a period of 150-years. Located on a full city block of urban gardens, the property includes an historic wooden pergola, formal boxwood rose parterre garden, civic garden and award winning wildflower walk. The building was saved from development and turned into a museum with the assistance of the Waterfront Historic Area League.

**New Bedford Historical Society** – The New Bedford Historical Society was established in 1996 to preserve and interpret the story of African Americans, Cape Verdeans, West Indians, Native Americans, and other people of color in New Bedford. The Historical Society publishes a Black Heritage Trail brochure of the city, and sponsors public programs and exhibits. The Historical Society, with the assistance of the Waterfront Historic Area League, recently purchased the Nathan Johnson House in New Bedford, which was the first home of Frederick Douglass after escaping slavery in the South via the Underground Railroad.

**Others** – In addition to the partners highlighted above, we worked closely in 1998 with: the New Bedford Preservation Society; the Azorean Maritime Heritage Society; the New Bedford Symphony Orchestra; the New Bedford Free Public Library; the New Bedford Port Society; the New England Steamship Foundation; and the Harbor Development Commission.

### Volunteers

This past year, there was a total of 14,546 hours donated to the park by 130 volunteers. The volunteers in the park consisted of mainly three groups: the visitor center volunteers and walking tour guides; the Whaler Rangers; and the Theater in the Park troupe.

**Visitor Center and Walking Tour Guides** - New Bedford Whaling NHP is indeed lucky to have the support of a devoted group of 70 volunteers who provide a variety of services for our visitors. From walking tours to recommending places to see, our volunteers provide exceptional service.

**Whaler Rangers** – The Whaler Rangers, a group of volunteer teenagers from the New Bedford area, worked at the park's visitor center this summer on several projects. The Whaler Rangers produced a Junior Ranger Program for young visitors to the park. The group also produced a children's section for the park's website.

**Theater in the Park** – This innovative new program sponsored by the City of New Bedford, New Directions, and the University of Massachusetts-Dartmouth Neighborhood College provided New Bedford youth an opportunity to provide skits, poetry, storytelling and music depicting scenes from New Bedford's rich and varied history. Performances were at various locations throughout the park.

### Partnership Projects

The Partners in the Park have joined together and produced a wide range of programs and have completed several major projects. Some of the programs and projects include:

**Portraits of a Port Summer Teacher Institute** – Over 20 local teachers took part in a unique three-week professional developmental opportunity during July and August. The Summer Institute gave these educators the chance to examine the social, demographic, technological, political and economic dynamics over the span of two centuries in New Bedford. Participants created a ‘tool box’ of resources, activities and course units for use in their classrooms. During the three weeks educators experienced the physical environment of New Bedford including the Rotch-Jones-Duff House, the Seamen’s Bethel and the Spring Street Meeting House. They learned about the Whaling Museum’s documentary resources; explored the archives of the New Bedford Free Public Library; talk with experts in the field of immigration and local history; and sailed for three days aboard the Schooner *Ernestina*. The institute was funded in part through a \$38,000 grant from the Commonwealth of Massachusetts Department of Education.

**Herbert Aldrich-With the Arctic Whalers** – An exhibit with an accompanying brochure was prepared by the National Park Service in partnership with the New Bedford Whaling Museum and the New Bedford Free Public Library for the dedication of the Inupiat Heritage Center. The exhibit is based on photographs made in 1887 by Herbert Aldrich, a 25-year old reporter for the New Bedford *Evening Standard* who sailed with the New Bedford Arctic whaling fleet for the better part of a year. The Aldrich photographs were among the first ever taken on a whaleship at sea or of native peoples of coastal Siberia and Alaska.

**Faces of Whaling Oral History Project** – In September, New Bedford Whaling National Historical Park was awarded \$15,000 from the National Park Service ethnography program to document the untold stories associated with whaling in New Bedford. The *Faces of Whaling* oral history project, has begun and is conducted in partnership with the New Bedford Whaling Museum, the New Bedford Historical Society, and the Azorean Maritime Heritage Society.

There are three goals of the *Faces of Whaling* project. They are to identify selected individuals who represent the diversity of cultures which went whaling from New Bedford and collect their stories, to archive the oral histories collected so they will be available to all, and to develop ways to disseminate the stories collected to the public.

The *Faces of Whaling* project grew out of a community storytelling evening held at the Whaling Museum in February, 1998. The response was overwhelming and clearly indicated the need to record these stories for future generations. The oral history project is part of a National Park Service effort to tell the “untold stories” of our nation’s history, and oral histories are an important way to bring these stories to light.

This project is seen as the pilot—the first group of interviewees have been contacted and invited to participate in the project. They include Mr. Antonio Lopes, Capt. Alvin Mandly, Ms. Ramona Peters, Mr. Milton Silvia, Mrs. Leonora

Kydd Whyte, and family members of Mrs. Laura Edwards and Mr. Antone Monteiro. Together they represent the experiences of Cape Verdean, Azorean, West Indian and Native American whalers. It is hoped that this project will continue and others will participate.

The process of collecting the oral histories will be completed in the spring of 1999. The preliminary results of the project will be shared with the public at the New Bedford Whaling Museum on May 8, 1999, as part of the Maritime Heritage Festival. During the festival, the Azorean Maritime Heritage Society will also be laying the keel for the first Azorean-style whaleboat to be constructed in America.

**Custom House Square – Massachusetts 54<sup>th</sup> Regiment Memorial Plaza** – The Kerwin Garage was a early 1960's parking structure that served downtown New Bedford and had fallen into a state of disrepair. Classified as a non-contributing element to the historic district by the National Park Service in a 1990 special resource study, the garage was demolished by the city in 1998. The NPS played an instrumental role in the improvement of the area, now known as Custom House Square. In order to gain input from the public on how the new surface parking area and public plaza should look, the Waterfront Historic Area League, the NPS, and the City of New Bedford sponsored a public planning charrette. From this charrette consultants hired by the NPS provided a rough schematic design for what is now the Massachusetts 54<sup>th</sup> Regiment Memorial Plaza. The plaza memorializes the site where in early February of 1863, men of color from New Bedford were recruited for enlistment in the 54<sup>th</sup> Regiment, Massachusetts Volunteer Infantry (chronicled in the film "Glory").

**NHL Nomination Completed for Johnson Properties** - Through the combined efforts of the National Park Service, the New Bedford Historical Society, and the Waterfront Historic Area League, a completed a National Historic Landmark nomination for the Nathan and Polly Johnson properties. The nomination has been forwarded to the Washington Office of the National Park Service and will be considered during the NHL panel review in May.

The Johnson's were among the most prominent leaders of the Underground Railroad in southern New England, and it was in their home where Frederick and Anna Douglass first stayed after their journey to freedom in 1838. It was Nathan Johnson who suggested to them that they shed their slave names and take the new name of Douglass.

### Internal Partnerships

**Underground Railroad** – In order to address suspected areas in New Bedford and environs as nodes of the Underground Railroad Network, a concerted research effort was undertaken this past summer by New Bedford Whaling National Historical Park, the Northeast Cultural Center and the New Bedford Historical Society. The effort in New Bedford was one component of a Multiple

Property National Historic Landmark nomination for Underground Railroad sites in New England led by the Northeast Cultural Resource Center in Lowell, Massachusetts.

Utilizing a grant from the NPS Northeast Region Underground Railroad Initiative, the park hired Mr. Frank Barrows, a student at the University of Massachusetts-Dartmouth, to conduct research on several key areas related to the Underground Railroad and the overall abolitionist movement in the city of New Bedford. Research was focused in the following areas: African American neighborhoods, occupations and organizational memberships, places of worship, and significant people.

Utilizing the resources at the New Bedford Free Public Library and the New Bedford Whaling Museum, Mr. Barrows compiled a set of spreadsheets which organized, in a usable format, contain vital information on the 19th century African American community in New Bedford and the abolitionist movement in place. Additionally, Mr. Barrows gave a presentation to a class of 30 college students that emphasized the maritime component of the Underground Railroad and how the whaling industry was involved with this network to freedom. Mr. Barrows will give a presentation to the New Bedford Historical Society at their upcoming board meeting this fall.

The park is also assisting with the production of a 30-minute video entitled "*The Underground Railroad in Southeastern Massachusetts*." This is a joint effort of New Bedford Whaling NHP, Blackstone River Valley NHC, and Boston African American NHS. This video will be released in early October and will be shown on public access stations throughout Southeastern Massachusetts. The video will focus on the story of the Underground Railroad and of abolitionism in the area. It also looks at current NPS efforts in preserving this piece of our history

**Alaska** – The legislation establishing New Bedford Whaling National Historical Park mandates a connection with the North Slope Cultural Center (now known as the Inupiat Heritage Center) in Barrow, Alaska in order to provide financial assistance and recognize the contribution of Alaska Natives in the history of the American whaling era. To further accomplishment of these goals, Gates of the Arctic National Park and Preserve, and the Alaska Regional Office of the National Park Service have been serving as liaisons for the New Bedford/Barrow connection. They have taken an active role in facilitating cultural heritage, historical documentation, and educational exchange projects between the two sites. This internal NPS partnership has allowed a beneficial external partnership to blossom between New Bedford and Barrow.

In addition to ongoing liaison activities, a project-specific partnership was formed this past summer when the NPS collaborated with the U.S. Coast Guard, the U.S. Navy, NASA, Santa Clara University, the Alaska State Historic Preservation Office, and the Minerals Management Service. The purpose of the collaboration

was to investigate the remains of a fleet of nineteenth century whaling ships that were crushed in the ice off of the coast of Alaska in 1871. The National Park Service collaborated in the investigation of the whaling fleet site in hopes of acquiring scientific and historical data that will provide a better understanding of the whaling era in Alaska. The site where 31 ships sank in a single event has the potential to provide a massive amount of information about the nineteenth-century commercial whaling industry in the Arctic.

The site was investigated using a combination of technologies including side scan sonar provided by the Navy and stereoscopic video images from cameras mounted on an underwater robot provided by NASA. Foul weather and some technological malfunctions hampered the exploration that took place in late August but the team of investigators located and mapped out areas of ship debris believed to be from the whaling fleet. Planning is underway to investigate the area further next summer.

Though the focus of the investigation was on the submerged ships, there is a historical connection to Native Alaskans. Many Inupiat people were directly involved in the whaling industry, working with the Yankee whalers both on the ships and on shore and taking advantage of the rich trading opportunities provided by the fleet. When the ships were trapped in the ice the whaling crews abandoned them and made their way to shore, some remaining in Native villages through the winter. As was common in that era, Native residents of the area both helped the stranded whalers and made use of the ship materials and contents.

The National Park Service hopes to use the field research produced by these on-site investigations to nominate the shipwreck site as a National Historic Landmark. National Historic Landmarks are places that possess exceptional value and quality in illustrating and interpreting the heritage of the United States. Like national parks, landmarks are the nation's real places of history. The National Park Service administers the Landmark program nationwide. Landmarks are evaluated for their integrity or quality and for their role in national history.

## **RESPONSIBILITY**

### **Performance Management (GPRA)**

New Bedford Whaling National Historical Park has had a challenging experience making pieces of the Performance Management system fit the park's needs at this early stage in the history of the park. The park is in the midst of a General Management Plan with completion date slated for the fall of 1999 and this has benefited the park in that it has offered an arena to establish vital components of a performance management system such as Mission Statements and Mission Goals. The park has completed a Strategic Plan, and Annual Performance Plans for FY 1999 and FY 2000. The Strategic Plan will be subject to revision upon the completion of the park's General Management Plan. The main goal this past year

was to establish our Cultural Resources baseline information. The park did not participate in the Visitor Survey Card program this past year but will implement the VSC in FY 1999. Additionally, as part of the general management planning process, a Visitor Service Project will be completed during the summer of 1999.

### Equal Opportunity

The park was successful in hiring two park ranger-student trainees, GS-5/7/9, positions utilizing the Student Career Experience (SCEP) appointing authority. Upon successful completion of their college coursework, the park will be able to offer them an opportunity for permanent employment.

The park has established a SCEP agreement between the National Park Service and the University of Massachusetts-Dartmouth, and has established an ongoing working relationship with the Dean of Continuing Education and the Director of Minority Recruitment and Retention. Park staff has also conducted familiarization visits with faculty of the African American Studies program at Brown University.

### Training

During November and December of 1998, all employees of New Bedford Whaling NHP had their appropriate career field training and development needs identified through a formal needs assessment. Individual Development Plans have been created for each employee and employees have begun to participate in competency based training opportunities. The supervisory park ranger-management assistant at the park has been selected as a participant in the Northeast Region's management development program.

### *Human and Financial Resources*

FTE: 3

#### PARK STAFF:

John Piltzecker, Superintendent  
Michael Caldwell, Supervisory Park Ranger (Management Assistant)  
Jennifer Gonsalves, Park Ranger (Student Career Experience Program)  
Frank Barrows, Student Intern/Park Ranger

TOTAL PARK ANNUAL APPROPRIATION: \$281,000.00

OTHER REVENUES: \$50,000 of grant funding was awarded to the park and/or its partners for park-related projects and events.

EXPENDITURES: \$281,000

PROJECTED NEED: \$521,00

DEFICIT: None



### *Government Performance and Results Act of 1993 (GPRA)*

This Annual Performance Plan (APR) was written in part to fulfill the requirements of the Government Performance and Results Act (GPRA). Congress passed this law in 1993 to bring the federal government into the “performance management revolution.” Performance management is a goal-driven management concept and practice already widely adopted by the private sector, state and local governments, and many others. GPRA seeks to make government both more effective and efficient. The value of achieved results is the “return on investment” made in the National Park Service (NPS) by Congress and the American public.

The implementation of GPRA is a continuing process. First, each park area develops mission goals, which describe the desired resource conditions, public enjoyment, and visitor experiences. By achieving these goals, the park's purpose will be fulfilled, its significance maintained, and its mandates met. Mission goals are comprehensive and for perpetuity; they are not quantifiable. In addition, each park sets long-term and annual performance goals. GPRA mandates that each park complete the following:

- A 5-Year Strategic Plan (*as a recent addition to the NPS New Bedford Whaling NHP has a 4 year strategic plan*)
- An Annual Performance Plan
- An Annual Performance Report (*this document*)

### *GPRA and New Bedford Whaling National Historical Park*

New Bedford Whaling National Historical Park (NHP) was created through the Omnibus Park and Public Lands Management Act of 1996. The park preserves for the benefit and inspiration of the people of the United States certain districts, structures, and relics associated with the history of whaling and related social economic themes in America. An affiliated area is located in Barrow, Alaska.

The park has had a challenging experience in making GPRA work at this early stage in the park's development. The park is in the midst of a General Management Plan with completion date slated for the fall of 1999. The GMP process has benefited the park in that it has offered an arena to establish vital components of GPRA such as mission statements and mission Goals. However, the challenge comes in creating a strategic plan and annual work plans that tier off of a central planning document that does not exist at this point. The implementation of strategies and actions that will be recommended in the GMP will be the centerpiece of the park's strategic and annual work plans and necessary revisions to these plans will occur upon release of the GMP. Additionally, much of the focus in this initial stage of development has been “activity-based” rather than “outcome or goal” based. The objective has been to be an active participant with our partners and community and maintain a high degree of exposure. Activities such as signage, special events, programs, brochures, etc. have been paramount in sending the message that the NPS has arrived in New Bedford. The measurement of these activities as they relate to the park's goals will commence beginning in late FY 99.

*GPRA Reporting Requirements*

**Park Long Term Goal IIa1** – By September 30, 2002, 95% of park visitors are satisfied with appropriate park facilities, services, and recreational opportunities.

**Park Annual Goal IIa1** – not applicable in FY 98 (no baseline or survey taken)

Service Wide Goal:	IIa1
Park Specific Goal:	IIa1
Status:	Not applicable to New Bedford Whaling NHP in FY98.
Reason (Did Not Meet Only):	The park did not participate in Visitor Survey Card program (VSC).
Comments Regarding Performance and Linkages to the Park's Budget:	During the summer of 1998, a Visitor Survey Card program was conducted in 281 units of the National Park System. New Bedford Whaling NHP did not participate in the survey as it is in a start-up operation. The park will participate in the VSC during FY 99. Although there was no baseline measure for this goal, the park spent <b>\$97,000</b> in appropriated funds in activities related to visitor facilities, services and recreational opportunities

**Park Long Term Goal IIb1** – By September 30, 2002, 65% of park visitors understand and appreciate the significance of New Bedford Whaling NHP.

**Park Annual Goal IIb1** – *not applicable in FY 98 (no baseline or survey taken)*

Service Wide Goal:	IIb1
Park Specific Goal:	IIb1
Status:	Not applicable to New Bedford Whaling NHP in FY98.
Reason (Did Not Meet Only):	The park did not participate in Visitor Survey Card program (VSC).
Comments Regarding Performance and Linkages to the Park's Budget:	During the summer of 1998, a Visitor Survey Card program was conducted in 281 units of the National Park System. New Bedford Whaling NHP did not participate in the survey as it is in a start-up operation. The park will participate in the VSC during FY 99. The VSC measures visitor understanding and appreciation. Although there was no baseline measure for this goal the park spent <b>\$184,000</b> in activities related to visitor understanding and appreciation. Additionally, there are 3 types of indirect costs associated with this goal: park management; mandatory agency assessments; and Category IV costs.

**Park Long Term Goal IVa2** – By September 30, 2002, all New Bedford Whaling NHP Whaling NHP employees have essential competency needs identified for their positions.

**Park Annual Goal IVa2** - *By September 30, 1998, 25% (1) of New Bedford Whaling NHP employees have essential competency needs identified for their position.*

Service Wide Goal:	IVa2
Park Specific Goal:	IVa2
Status:	Met – 1 employee's essential competency needs were identified.
Reason (Did Not Meet Only):	N/A.
Comments Regarding Performance and Linkages to the Park's Budget:	The Superintendent's competencies were identified in FY 98. Goals in Category IV are ways that the park has chosen to better accomplish its mission. Because of this, the dollars and personnel associated with Category IV are attributed to the appropriate goals contained in Categories I and II.

**Park Long Term Goal IVa3** – By September 30, 2002, 100% of employee performance standards will be linked to appropriate strategic and annual performance goals.

**Park Annual Goal IVa3** – By September 30, 1998, 25% (1) of New Bedford Whaling NHP employee performance standards will be linked to appropriate strategic and annual performance goals.

Service Wide Goal:	Iva3
Park Specific Goal:	Iva3
Status:	Met – 1 employee's standards linked.
Reason (Did Not Meet Only):	N/A.
Comments Regarding Performance and Linkages to the Park's Budget:	The Superintendent's standards were linked in FY 98. Goals in Category IV are ways that the park has chosen to better accomplish its mission. Because of this, the dollars and personnel associated with Category IV are attributed to the appropriate goals contained in Categories I and II.

**Park Long Term Goal IVa4** – By September 30, 2002, New Bedford Whaling NHP will increase the number of women and minorities hired on staff by 25% (4) over 1998 levels in targeted occupations.

**Park Annual Goal IVa4** - By September 30, 1998, increase the representation of underrepresented groups in targeted occupations by 10% (.20).

Service Wide Goal:	Iva4
Park Specific Goal:	Iva4
Status:	Met (1 FTE minority/women hired)
Reason (Did Not Meet Only):	N/A.
Comments Regarding Performance and Linkages to the Park's Budget:	Goals in Category IV are ways that the park has chosen to better accomplish its mission. Because of this, the dollars and personnel associated with Category IV are attributed to the appropriate goals contained in Categories I and II.

**Park Long Term Goal IVb1** – By September 30, 2002, increase by 10% (485 hours) over the 1997 level, the number of volunteer hours.

***Park Annual Goal IVb1*** – By September 30, 1998, increase by 5% (243 hours) over the 1997 level, the number of volunteer hours.

Service Wide Goal:	IVb1
Park Specific Goal:	IVb1
Status:	Exceeds – 14,546 VIP hours reported
Reason (Did Not Meet Only):	N/A
Comments Regarding Performance and Linkages to the Park's Budget:	The VIP baseline will shift to 14,546 beginning in FY 99 and the goal will be to increase by 10% over the 1998 levels. Goals in Category IV are ways that the park has chosen to better accomplish its mission. Because of this, the dollars and personnel associated with Category IV are attributed to the appropriate goals contained in Categories I and II.

**Park Long Term Goal IVb2A** – By September 30, 2002, increase by 10% (\$5,000) over the FY 1998 levels, the value of cash donations and cash grants.

***Park 1998 Annual Goal IVb2A*** - not applicable in FY 98 (no baseline)

Service Wide Goal:	IVb2A
Park Specific Goal:	IVb2A
Status:	Not applicable to New Bedford Whaling NHP in FY 98.
Reason (Did Not Meet Only):	N/A.
Comments Regarding Performance and Linkages to the Park's Budget:	Baseline of \$50,000 established in FY 98. Goals in Category IV are ways that the park has chosen to better accomplish its mission. Because of this, the dollars and personnel associated with Category IV are attributed to the appropriate goals contained in Categories I and II.

**Park Long Term Goal IVb2B** – By September 30, 2002, increase by 10% (\$161,200) over the 1998 level, the value of donations in-kind from park partners.

***Park 1998 Annual Goal IVb2B*** – *not applicable in FY 98 (no baseline).*

Service Wide Goal:	IVb2B
Park Specific Goal:	IVb2B
Status:	Not applicable to New Bedford Whaling NHP in FY 98.
Reason (Did Not Meet Only):	N/A
Comments Regarding Performance and Linkages to the Park's Budget:	Baseline of \$1,612,000.00 was established in FY98. This represents the total value of partnership contributions to the park's operation. Goals in Category IV are ways that the park has chosen to better accomplish its mission. Because of this, the dollars and personnel associated with Category IV are attributed to the appropriate goals contained in Categories I and II.